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**SOCIAL NETWORKS IN THE WORK OF CIVIL
SERVANTS IN THE PEOPLE'S REPUBLIC OF CHINA**

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INTRODUCTION

As a new way of mass social life, social media is penetrating and affecting all aspects of mass social production, social consumption, social interaction and social participation. Against this background, the influence of social media in the workplace has become increasingly prominent. The impact of employees' social media use on work performance has gradually attracted the attention of scholars as a focus of controversy. This study uses a sample of 981 civil servants in Hubei Province to examine the impact of civil servants obtaining workplace support through social media on innovation performance, and also introduces job satisfaction, affective commitment, work engagement and individual-oriented organizational citizenship behavior as intermediate variables to Reveal specific impact mechanisms. Moreover, this scholarly endeavor employs the influential organizational periphery theory and strategically incorporates supporting organizational climate, task interconnectedness, as well as perceived utility to meticulously scrutinize the elements that drive public servants to secure workplace support via social media platforms.

The method of research: this work focuses on quantitative research, mainly through the Internet to collect pre-test data and publish questionnaires on Questionnaire Star, and use the new media function of Questionnaire Star to publish the questionnaire on the WeChat platform. Filling in the questionnaire is limited to participants who receive the questionnaire link. The researcher sent the questionnaire link to individuals working in government departments and encouraged them to forward the questionnaire link to other colleagues and civil servant friends (such as posting the questionnaire link in a work group). In addition, the researcher sought the support of university professors who teach MPA (Master of Public Administration) courses, and directed the questionnaires to civil servants among MPA students through them. Finally, 200 samples were obtained. Since the data collection is filled out online through acquaintances or recommendations from acquaintances, the 200 samples have a high degree of completion, and there are only a few missing values in some control variables such as age and tenure.

The results obtained and their novelty: for the first time, this work comprehensively and systematically explores the impact and impact mechanism of specific social media usage behaviors (obtaining workplace

support through social media) on civil servants' innovative performance from the perspective of organizational behavior. A review of international and domestic literature shows that research on employee social media usage behavior and its impact, especially on the impact mechanism, is still in its infancy. In scrutinizing the influence and modus operandi of employees' social media engagement behavior, a majority of prior research typically assesses their social media involvement in areas like the magnitude of social media usage during working hours, occupational social media engagements, non-professional social media usage, etc. The research results are also showing controversy and complexity is not conducive to revealing the relationship between employees' social media use and work output such as job performance. Individual studies that examine the impact of specific social media usage behaviors on work performance also have obvious flaws, such as focusing only on direct effects but failing to reveal the impact mechanism, or focusing only on social capital as an intermediate variable. Furthermore, a majority of current studies predominantly focus on generic job efficiency, significantly influencing our perception on the correlation between staff's social media utilization and job effectiveness as well as the relationship formation process. This study responds to these issues from three aspects: First, it examines the impact of specific social media use behaviors on work performance, rather than just focusing on the measurement of general social media use; second, it examines the impact of specific social media use behaviors on work performance. The impact of innovative performance is not just focused on general work performance or overall work performance; the third is to simultaneously examine the role of intermediate variables such as work engagement, job satisfaction, emotional commitment, and individual-oriented organizational citizenship behavior. Different from previous research, this paper relies on organizational climate theory to examine the mechanism of employees' specific social media usage behavior. When existing research examines the mechanism of employee social media use behavior, most of them generally explore employees' social media use (intention) and pay less attention to employees' specific social media use behavior; moreover, they mostly adopt theories at the individual behavioral level (such as technology acceptance). Theoretical underpinnings encompassed in this study include Integrated Technology Acceptance Theory, Deconstructed Planned Behavior Theory, and Social Influence Theory (including Network

Externality Theory, Social Capital Theory, Critical Mass Theory, & Social Identity Theory). Technological and societal factors serve as underlying variables, departing from conventional organizational theories leveraged primarily at the social media and mass communication levels. This investigation is grounded in Organizational Climate Theory, focusing on the role of a nurturing organizational milieu in encouraging employees to seek workplace assistance via social media. This particular facet of employee social media usage could potentially bridge gaps identified in prior studies.

Different from previous studies, this study examines the impact mechanism of civil servants' social media usage behavior on their innovation performance. Existing studies still use corporate employees as samples when examining the impact of employees' social media use on work performance, ignoring the examination of other groups such as civil servants and NGO employees. Considering that social media has become an important tool for government public service delivery, government-public interaction, and internal government interaction, and relevant research currently mostly explores the specific behavior and impact of government agencies using social media for external communication from the organizational level, it is necessary to Explore the influences and determinants of civil servants' social media usage behavior at the individual level.

Area of possible practical application: as a new way of life for the public, social media is changing and reshaping people's ways of thinking and behavioral habits, and at the same time, it has an increasing impact on employees' work behavior and work output. The diversity of the influence directions of social media objectively increases the complexity for organizational management to formulate social media strategies and fully exert their positive effects. How to encourage employees to make good use of social media to improve organizational benefits has become an important issue facing organizational decision-makers. Therefore, it is necessary to systematically explore and reveal the impact of employees' social media use behavior on work output and the inherent impact mechanism.

Overall, studying the impact mechanism of civil servants' social media use on innovation performance has the following significance:

- 1) Revealing the impact mechanism of civil servants' social media use on innovation performance and enriching theoretical research on the

impact of social media in the workplace. On the basis of refining the social media usage behavior of civil servants, this paper specifically examines the impact of civil servants' specific work-related social media usage behavior on innovation performance through social media to obtain workplace support, which effectively makes up for the existing research's overly general examination of employee social interaction. Deficiencies in media usage behavior. On this basis, intermediate variables represented by work engagement and individual-oriented organizational citizenship behavior are introduced to examine the impact mechanism of social media use on innovation performance, injecting new vitality into explaining the impact mechanism.

2) Systematically reveal the paths and mechanisms through which organizational climate factors influence the specific social media usage behavior of civil servants. When existing research examines the influencing factors of employees' social media usage behavior, most of them focus on social factors and social media attribute factors, while ignoring detailed examination of organizational factors, especially organizational climate factors. Based on the theory of organizational climate, this study examines how supportive organizational climate affects civil servants' access to workplace support through social media, and provides reference signposts for explaining employees' specific social media usage behaviors.

3) Provide theoretical reference and guidance for managers to formulate employee social media usage policies. Considering the diversity of social media functions, such as existence, relationship, sharing, dialogue, and community, employees' use of social media will inevitably show a diversified trend. How to identify the different impacts of different usage behaviors to encourage certain behaviors and inhibit certain behaviors has become a new challenge that organizational managers must face. This study not only examines how the specific social media usage behavior of civil servants affects innovation performance, but also explores the conditions that breed this specific social media usage behavior, which will help managers formulate targeted social media policies.

OVERVIEW

Keywords: SOCIAL MEDIA; INNOVATIVE PERFORMANCE; SUPPORTIVE ORGANIZATIONAL CLIMATE; JOB PERFORMANCE.

The **research purpose** of this paper is to study the further clarification of the impact of social media in the civil service work process.

This purpose was achieved within the framework of the following **research tasks**:

- 1) think about the development and process of social media;
- 2) study the impact of social media on civil servant performance;
- 3) develop potential future policy directions for social media.

The **object of research**: social media and in the work process of civil servants.

The **subject of the research**: clarify the impact and role of social media in the work process of civil servants.

The **research results**: This study found that civil servants' access to job support through social media not only directly promoted affective commitment, but also positively influenced affective commitment through the mediating role of job satisfaction. Although the direct effect of civil servants' access to workplace support through social media on work commitment was not significant, it indirectly enhanced work commitment through three mediating mechanisms: first, the fully mediating mechanism of job satisfaction; second, the fully mediating mechanism of affective commitment; and third, the dual mediating role of job satisfaction and affective commitment.

The **structure** of this paper includes an introduction, an overview, three chapters, a conclusion and a bibliography. Chapter 1 'Theoretical Foundations and Previous Research' is the theoretical part. It is all about the theories of social media, civil servants, and job performance. Chapter 2, 'The impact of work on performance of civil servants in China' is the case study section. It focuses on the impact and application of social media use on performance. Finally, it introduces the data collected in the study and the data processing. Chapter 3, 'Analysis the results of the impact of civil servants' work on performance in China' is the data interpretation section. It presents the conclusions of the analysis and the strengths and weaknesses of the research topic. It also includes some suggestions for the future development of social media.

The length of the paper is 86 pages. It contains 6 images, 1 table and 73 sources.

ОБЩАЯ ХАРАКТЕРИСТИКА РАБОТЫ

Ключевые слова: СОЦИАЛЬНЫЕ СЕТИ; ИННОВАЦИОННАЯ ДЕЯТЕЛЬНОСТЬ; БЛАГОПРИЯТНЫЙ ОРГАНИЗАЦИОННЫЙ КЛИМАТ; ЭФФЕКТИВНОСТЬ РАБОТЫ.

Целью исследования является анализ особенностей социальных сетей, их влияния и роли на производительность труда государственных служащих.

Объект исследования: социальные сети в рабочем процессе государственных служащих.

Предмет исследования: влияние и роль социальных сетей на рабочий процесс государственных служащих.

Результаты исследования: проведенное исследование показало, что доступ государственных служащих к поддержке на рабочем месте через социальные сети не только напрямую способствовал развитию аффективной приверженности, но и положительно влиял на аффективную приверженность через посредническую роль удовлетворенности работой. Хотя прямое влияние доступа государственных служащих к поддержке на рабочем месте через социальные сети на приверженность работе было незначительным, оно косвенно усиливало приверженность работе через три опосредованных механизма: во-первых, полностью опосредованный механизм удовлетворенности работой; во-вторых, полностью опосредованный механизм аффективной приверженности; и, в-третьих, двойная опосредованная роль удовлетворенности работой и аффективной приверженности.

Структура данной работы включает в себя введение, обзор, три главы, заключение и библиографию. Глава 1 «Теоретические основы и предыдущие исследования» представляет собой теоретическую часть. В ней рассматриваются теории социальных медиа, государственных служащих и эффективности работы. Глава 2 «Влияние работы на производительность государственных служащих в Китае» – это раздел, посвященный влиянию и применению социальных медиа на эффективность работы. В ней представлены данные, собранные в ходе исследования, и их обработка. Глава 3 «Анализ результатов влияния работы государственных служащих на эффективность деятельности в Китае» представляет собой раздел, посвященный интерпретации

данных. В ней представлены выводы по результатам анализа, а также сильные и слабые стороны темы исследования. В 3 главе также содержатся некоторые предложения по дальнейшему развитию социальных сетей.

Объем работы составляет 86 страниц. Она содержит 6 изображений, 1 таблицу и 73 источника.